



**Carmann**  
Change from within.

## FIRST STEPS LEADERSHIP PROGRAM

### For developing new managers

**Time** April 11 – 14 and June 13 – 16, 2018 in Vienna, in German  
June 06 – 09 and September 26 – 29, 2018 in Vienna, in English

### Target Audience

This two-module programme is for newly appointed managers and team leaders and is designed to give them the tools they will need to quickly become an effective leader. What they will learn can be used at all levels of an organisation, as they progress through their career.



#### Module 1

Understanding own role  
Communication  
Dealing with change

#### Individual 1:1 discussion

#### Module 2

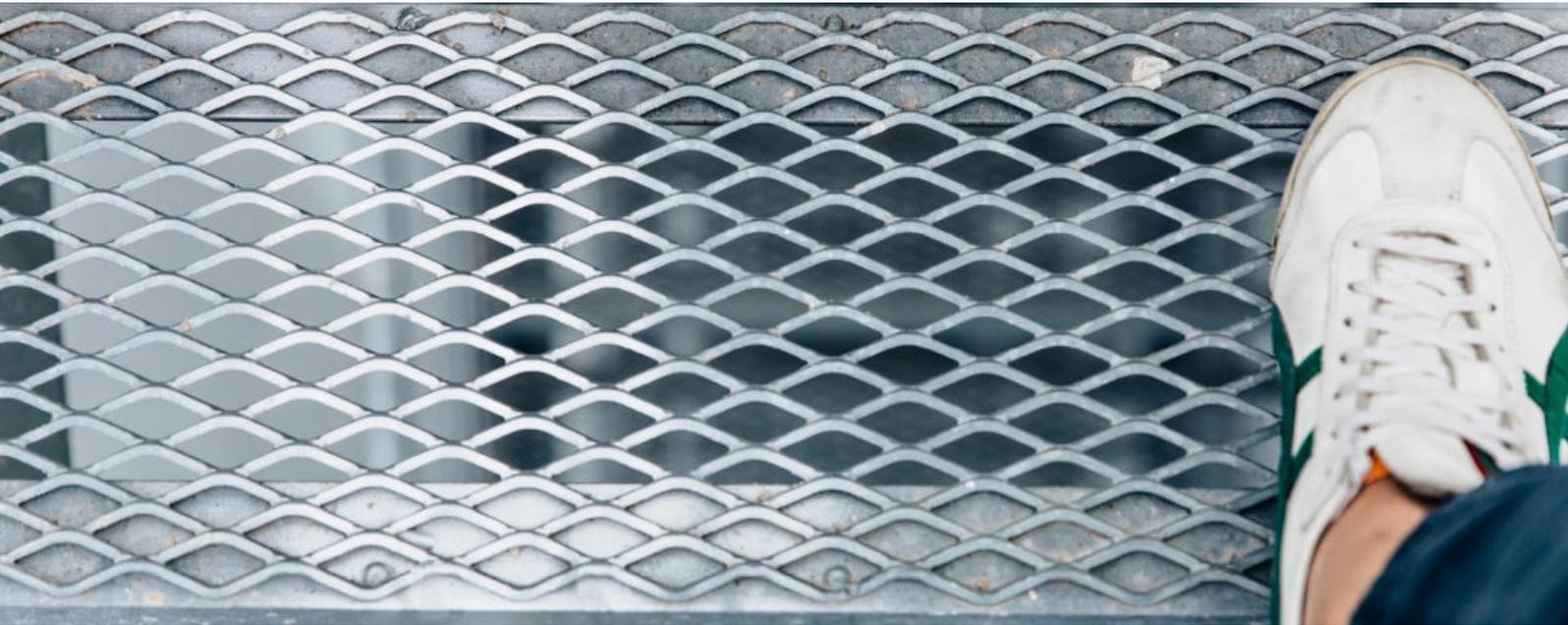
Developing employees  
Managing yourself

#### Individual 1:1 discussion

For the participants, the training will start 2 weeks before Module 1 with a **1:1 discussion** with one of the programme's trainers to start the reflection and feedback process that will form the foundation of their individual development.

To support participants' personal development, they will also have a 1:1 coaching session between the 2 modules. Evening activities will support the formation of a strong, supportive network.

We offer this programme in German, English or Spanish or a combination.



## CONTENT

In broad terms, the topics we will cover over the 2 four-day modules will be:

### Becoming secure in your role

- Understanding and communicating **the big picture** and strategy
- Identifying and engaging important stakeholders
- Assigning **roles and responsibilities**
- Being a **role model**
- Building trust and your reputation
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### Communicating - cooperating

- **Making decisions** and tending to the victims
- Cooperating across **functions**
- **Conflict resolution strategies**
- **Delegating** and **control**
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### Managing change

- Continuous **improvement**
- Creating the **urge for change**
- Managing **emotions** and delivering bad news
- Enabling **creativity**
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### Developing your team

- Giving and receiving **feedback**
- Developing personal **development plans**
- Dealing with **mistakes**
- Managing mistakes
- Dealing with underperformance and demotivation.
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### Managing yourself

- Setting **priorities**
- Acting under **stress**
- Increasing **resilience**
- e.g.



## BENEFITS

### for the participants

- Discover a lot of new ideas, **tools and options and practice** using them.
- Opportunities to try **new behaviour**.
- Develop themselves and their **personal leadership style**.
- Expand their **network**.

### for the company

- Prepare participants for **new jobs or challenges**.
- **Develop** your talented employees.
- Increase **motivation** and **accountability**.
- Make your young managers **more effective** and **more efficient** more quickly.

### for HR

- Develop and keep your **talented staff** – reduce turnover.
- This is an **immediate solution** for small numbers of participants.
- Training is **participant focussed**, using their current situations as the basis for activities etc.

### Expect the participants

- To get a lot of personalised, direct, constructive **feedback**.
- To be fully involved and active ALL the time they are with us. **Leadership is all about interaction**, so that is how we work.
- To work in a multi-cultural environment with participants from different functions and all types of organisation.

### Don't expect them

- To sit still for any length of time.
- To see »chalk and talk« or PowerPoint presentations.
- To be bored.



### ORGANISATION

For the moment we offer two dates for the CARMANN First Steps Leadership Program – one in German and one in English. Please note that the modules of different groups can not be combined.

#### Timing

##### Spring 2018 (in German)

**Module 1** April 11 – 14, 2018

**Module 2** June 13 – 16, 2018

##### Summer 2018 (in English)

**Module 1** June 06 – 09, 2018

**Module 2** September 26 – 29, 2018

**Start Tag 1** 10 am

**Ende Tag 4** 3 pm

#### Location

The Carmann First Steps Leadership Program takes place at a very contemporary location: **Impact Hub Vienna, Lindengasse 56, 1070 Wien** (vienna.impacthub.net).

#### Pricing

The costs for participating at the CARMANN First Steps Leadership Program are **€3.900** (tax to be added). **Materials and food during the day are included.**

#### Application

Please apply via email to **office@carmann.at**. The application will only be accepted after you have paid a deposit of €1.000 to:  
Carmann Consulting GmbH • IBAN: AT08 2011 1828 8262 3900 • BIC: GIBAATWWXXX

We will send you an invoice around 4 weeks before the start of module 1, at which time you should transfer the outstanding amount of €2.900.

If you have any questions please contact:

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